

RAISING THE BAR- MANAGING INCLUSION: A STRATEGIC LEADERSHIP ISSUE

**Graduate School of Business and Public Policy
Naval Postgraduate School
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Appreciative Inquiry

**Where is the Navy doing
well in Managing Diversity
and Inclusion?**

For a few moments, set aside our training about looking for what's wrong and what needs fixing.

In pairs, two minutes each sequentially.



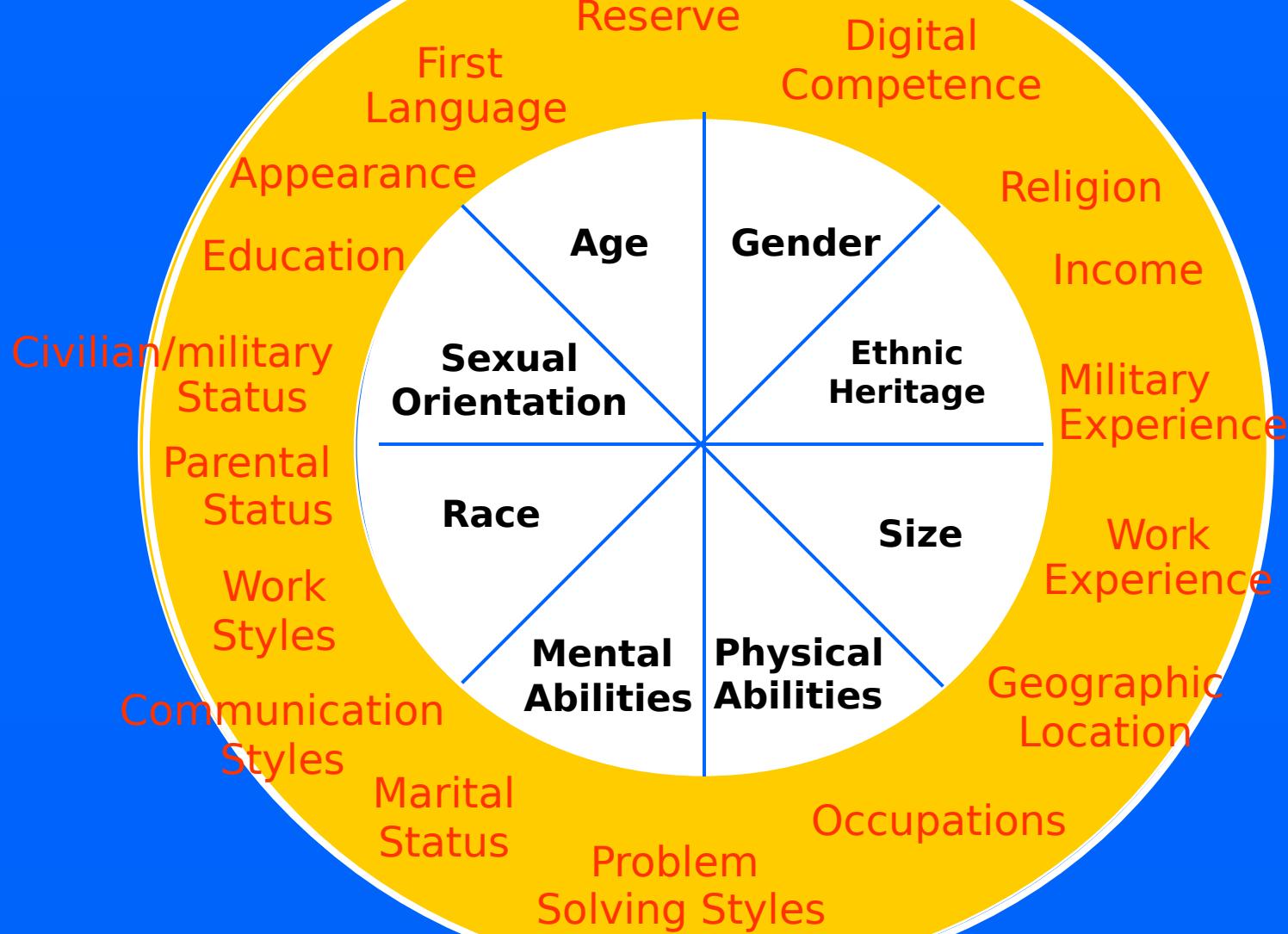
MANAGING INCLUSION



Managing Inclusion Principles

- Every individual is a person of difference [even white men]
- People work best when they feel valued
- People feel valued when their uniqueness is recognized and valued
- When people feel valued and included, they work in ways that maximize their potential
- Ability to learn from and value people regarded as different is essential to being successful
- Competency to manage diversity and inclusion is best developed in small diverse groups

Diversity Dimensions



Effect of Our Diversity Characteristics

1. Construct identity lenses.
2. Form our *cultural values, beliefs, and preferred styles*.
3. Determine what we believe to be *true*.



Top Ten Reasons for Managing Diversity and Inclusion in The Navy

- 1. Navy Core Values**
- 2. Legal**
- 3. Demographic Imperative**
- 4. Changing Attitudes**
- 5. Congressional Pressure**
- 6. External Pressure**
- 7. Public Support-Representativeness**
- 8. Internal Pressure**
- 9. Missions Abroad**
- 10. Leveraging Diversity-the Business Case**

Business Case Elements For Managing Diversity and Inclusion

- Demographic Destiny Not a Choice
- Competitive Excellence- getting and maintaining Navy's Fair Share of diverse talent pool
 - Recruiting
 - Attrition/Retention
- Organizational Allegiance
- Teambuilding
- Readiness



All major corporations and agencies have Diversity programs

Leading edge corporations and agencies have Managing Inclusion/Leveraging Diversity programs



Leveraging Diversity

Maximizing the benefits and
minimizing the costs of
diversity



Leading Organizations for Managing Diversity and Inclusion

- ♦ **American Express**
- ♦ **Fannie May**
- **Ford**
- ♦ **Union Bank of CA**
- **Pitney Bowes**
- **BP**
- **Marriott**
- **NOAA**
- **GM**
- **Chase Manhattan**
- **Federal Express**
- **USCG**
- **Coors**
- **Xerox**
- **Kodak**
- **Mc Donald's**



Managing Inclusion Best Practices

- 1. Top leadership deepens personal knowledge**
- 2. Top leadership takes ownership**
- 3. Vision is communicated from the top**
- 4. Culture/climate assessed and findings accepted**
- 5. Multi-year plan with metrics**

Managing Inclusion Best Practices (cont'd)

- 6. Senior leadership accepts ownership of implementation plan**
- 7. Knowledgeable/committed leaders developed**
- 8. Managing Inclusion education embedded**
- 9. Awareness and skill based training provided**



Best Practices Bottom Line

To succeed in the 21st Century, all organizations, including the Navy, must welcome, value, celebrate, and leverage diversity.



Greatest Opportunity

Develop and implement a strategic plan for Leveraging Diversity in the Navy that has ownership from the top leaders.



A Strategic Vision For Navy Workforce

“Enhance mission effectiveness by taking full advantage of the diversity of the nation we serve, and by providing challenging and rewarding careers to all Navy members across all ranks, rates, designators, and occupations.”



Navy New Flag Orientation Conference

**Senior Executive Managing
Diversity and Inclusion Seminar**

October 2001

40 new ADMs, 20 new SESrs



Senior Executive MDI Seminar Agenda

- **Diversity/Inclusion concepts**
- **Diversity demographics and dynamics**
- **Navy Diversity/Inclusion issues**
- **Best practices for Managing Inclusion**
- **Strategic leadership actions**



Best Practices Tools for Leading Workforce Changes

- Knowledge of *current and future external environment*
- Knowledge of internal environment
- Insightful knowledge of others
- Intimate self-knowledge



**What We Don't Know
We Don't Know
DKDK**

**What We
Don't Know
DK**

**What We Know
K**



External Environment



Workforce Environment

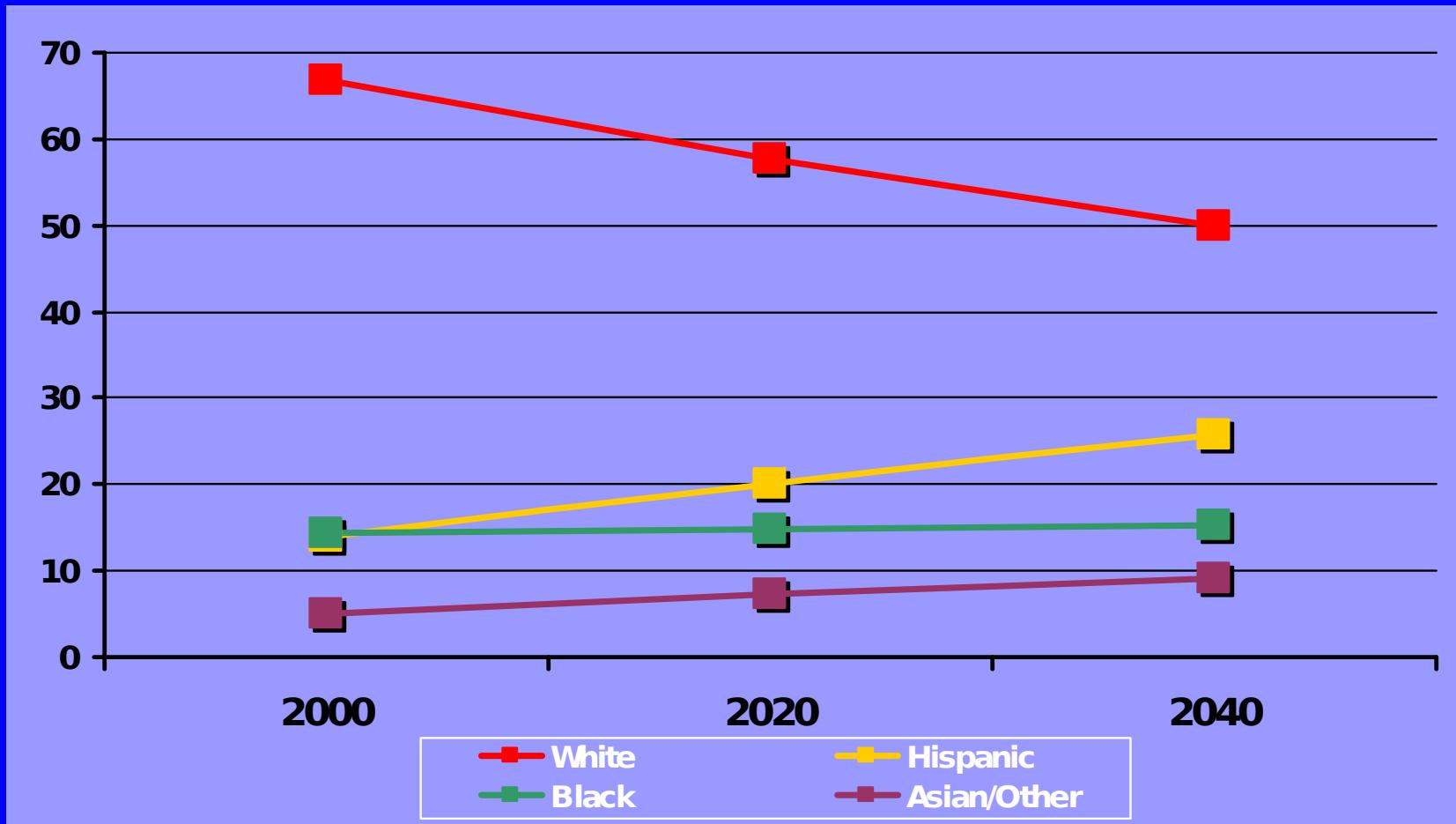
- 1. Population and Labor Force Demographics**
- 2. Recovering Economy**
- 3. OOTW and “War” on Terrorism**
- 4. Technological Change [e-business]**
 - Labor Productivity**
 - Digital Divide**
- 5. Divergent Attitudes**
 - Net-Gen/ X-Gen/BB**
 - Cross Cultural**
- 6. Civilian/Military relationship**
- 7. Pers-tempo**
- 8. Civil Rights for Gays**
- 9. Managing Inclusion/Leveraging Diversity**



Changing Face of Our Nation

- 1997: **less than 50% of Navy Accessions were White** males
- 1999: **50% Of Kindergartners Non-White**
- 2000: **Whites less than 50% of CA**
- 2010: **FL, NY, TX, and CA over 50% of Youth Under Age 18 “Minorities”**
- 2035: **less than 50% of the recruit market will be White**

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Current 18 Year-olds

- Always been MTV
- Always been woman on the supreme court
- Always been able to get their news on CNN or USA Today
- Travel to space has always been in reusable spacecraft
- Always been women at military academies
- John Lennon and John Belushi have always been dead
- Always been women astronauts
- Never dialed a phone



NOT US WHEN WE WERE 18

Net-Gen Culture

[Note- last GenXer has been enlisted]

- Notion of a boss is bizarre
- Comfortable with working virtually
- Expect networks/networking
- Generational learning
- Increasingly race/ethnically diverse
- Working, learning, playing are the same
- Open and inclusive
- *Growing underclass does not have digital tools in their lives*



More Demographics

- **1 of 11 U.S. citizens speaks a language other than English at home**
- **1 of 8 has a disability as defn by ADA**
- **23% of workforce are women of color**
- **10% of the population identify as gay/lesbian**
- **Both parents work in 84% of families**



Internal Environment



Internal Navy Status

1. **Racial representation**
2. **Female representation**
3. **Minorities/women missing at the top**
4. **Blacks clustered in admin/support jobs**
5. **Women clustered in “traditional” jobs**



Internal Navy Status (cont'd)

- 6. Women and minorities less satisfied**
- 7. Juniors less satisfied**
- 8. Civilians less satisfied**
- 9. Physically challenged employees**
- 10. G/L partial members**
- 11. Community hierarchies**



Insightful Knowledge of Self and Others

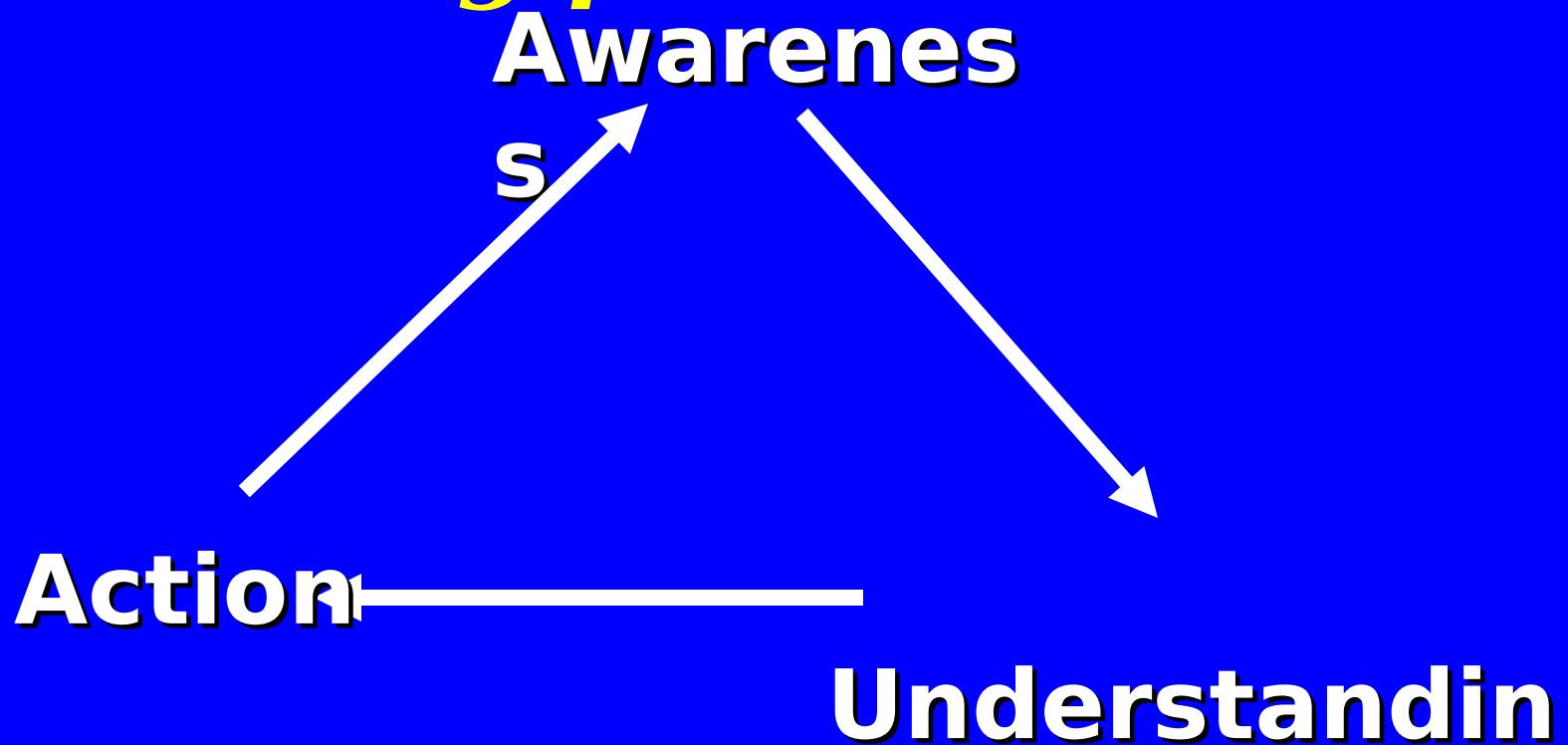


Necessity to Develop a Learning Organization

- Learn adaptive strategies
- Learn net generation values/culture
- Learn diversity is the norm
- Learn the dynamics of diversity and inclusion
- Learn to welcome, embrace, and leverage diversity
- Learn to model personal learning



*Knowledge of self and
others is acquired
through a continuous
learning process:*



Example Dynamics of Inclusion - Race/Ethnicity



Race and Racism Concepts

- **Race, Ethnicity, and Culture**
- **Individual, Institutional, and Cultural Racism**
- **Conscious and Unconscious Racism**
- **Internalized Racism**
- **White/Social Privilege**
- **Power, Prejudice, Stereotype, Collusion, Empowerment, Allyship.**



The Color of Fear



MANAGING INCLUSION



Corporate Managing Diversity and Inclusion Program

**Robert Malone
Regional President
British Petroleum**



Action Plans

1. *What do you want SECNAV/CNO/CNP to know about leveraging diversity in the Navy?*
2. *What will you tell your subordinates?*
3. *What will you do in first 30 days?
First 72 hours?*

